

Accountability Report Transmittal Form

Agency Name: South Carolina Commission for Minority Affairs

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SOUTH CAROLINA COMMISSION FOR MINORITY AFFAIRS

ANNUAL ACCOUNTABILITY REPORT

Fiscal Year 2002-2003

Section I - Executive Summary:

I-1. Mission and Values

The South Carolina Commission for Minority Affairs has as its mission to serve as a think-tank to provide leadership, focus and direction in addressing problems of deprivation and poverty among the State's minority population. According to state statute, the Commission exists "to study the causes and effects of the socioeconomic deprivation of minorities and to implement programs necessary to address inequities confronting minorities in the State." The Commission is unique in that it is the only such agency of its kind established in State government whose sole purpose relates to minorities, the issues confronting them, groups representing them, policies/laws affecting them, and initiatives directed toward helping them.

In an effort to achieve its mission, the Board and staff during the Summer of 2000, engaged in a formal strategic planning process for the agency. During those meetings, the above stated mission, as well as values and goals were established for the agency. As the agency carries out its stated mission, the values of the organization represent the guiding principles or the things about which we as a staff care the most. Our intent is to demonstrate these beliefs in all our interactions with others. The work of the South Carolina Commission for Minority Affairs is guided by the following values:

Honesty

Honesty and integrity are vital ingredients required to keep the public's trust. As such, we value honesty and integrity in our research, our publications, and our professional relationships.

Excellence

We strive to attain the highest professional and ethical standards as we accomplish our vision and agency mission.

Respect

Our relationships with persons interacting with this agency are of primary importance. Our intent is to demonstrate respect for each other and for those we serve.

Commitment to Fostering Positive Change

We are committed to fostering positive change where disparities and inequities exist with minorities. Our ultimate goal is for minorities to have a voice, to actively participate in the public policy process, and to benefit from the resources and wealth of this State.

Accountability

As an agency, we are accountable and responsible to public policy makers and all the citizens of this State. We commit to demonstrating good stewardship over all resources and working hard to identify and eliminate wasteful programs that do not serve the interest of minorities.

Customer Satisfaction

We are committed to customer satisfaction that results from providing quality products and services in a timely manner.

I-2. Key Strategic Goals for Present and Future Years

Six key strategic goals have been agreed upon by the Board members and the Executive Management Team. They represent present and future goals and are as follows:

A. Adequate and stable base budget funding necessary to carry out the agency's mission and to accomplish yearly goals established as part of the strategic planning process. Agency highly respected for its work and supported by both the Governor and Legislature because they understand and support our mission.

B. Well-informed policymakers and leaders, i.e., the Governor, members of the General Assembly, agency heads and others, who are equipped to bring about change regarding the problems and concerns of minorities in South Carolina. An increased interest, awareness, and sensitivity to the specific needs of various ethnic groups, **evidenced by the passage of public policies that better serve the needs of minorities and all citizens of the State.**

C. A first class research arm of the agency, capable of providing accurate, timely and pertinent information to state, local and other leaders in the area of research and planning for a greater economic future.

D. An informed public aware of the existence of the Commission and recognizes the Commission as the agency to contact regarding obtaining information and assistance related to minority issues.

E. Additional funding of the agency through state and federal grants, and partnerships with and financial support from philanthropic organizations interested in the work of the Commission.

F. Critical assessment of implementation of Malcolm Baldrige Quality Standards within agency for the purpose of identifying areas for increased productivity and accountability to the taxpayers of the state.

I-3. Opportunities and Barriers that may Affect the Agency's Success in Fulfilling its Mission and Achieving its Strategic Goals

As a continuation from the FY2001-2002 Accountability Report, the Commission for Minority Affairs saw as an opportunity, the interest of both the Governor and members of the General Assembly, to expand the scope of the Commission to include all ethnic minority groups. This was accomplished in FY2002-2003 when the General Assembly passed and Governor Mark Sanford signed legislation expanding the scope of the agency to include work with all minority populations in the State. It was generally agreed that the State could not afford separate agencies to address the unique issues associated with the various ethnic groups. It was widely agreed that the Commission could best serve this purpose because of its name, the current mandate to serve as a clearinghouse for information about minorities (African Americans), and the fact that the Commission had already successfully performed limited work with both the Hispanic/Latino and Native American communities. Therefore, the opportunity to push for changes in the CMA statute in the 2003 Legislative Session was seized upon. Passage of the legislation is viewed as an opportunity to save money, as well as address differences and overlapping issues for all the groups in a well thought out and comprehensive fashion.

As has been the case since the creation of the agency, the lack of adequate state funding continues to be a barrier to the agency's success in fulfilling its mission and achieving its strategic goals. Unfunded mandates served to undermine the Commission's ability to meet its original mandate, to serve the African American population. With the passage of the expanded authority of the Commission, no additional funding was provided. This serves as a barrier to the effective implementation of the new responsibilities, as well as strains the staff currently employed by the Commission.

I-4. Major Achievements from Past Year

- A. Passage of legislation expanding scope of agency
- B. Completion of Statewide Strategic Plan for the African American community
- C. Maintained previous levels of productivity, effectiveness and efficiency in spite of budget cuts

I-5. How the Accountability Report is used to Improve Organizational Performance

The Accountability Report has been the avenue through which the performance of the agency has been reported to the public and the General Assembly. The document has not been used in a formal way to improve performance due to the lack of adequate staff to capture, track, and maintain statistics that might identify areas that could improve organizational performance.

Section II - Business Overview:

II-1. Number of Employees

The Commission was created in July 1993 and has grown from three positions to six positions. Four of the six positions are filled. The positions by title are:

- 1) Executive Director (Filled)**
- 2) Administrative Program Coordinator II (Filled)**
- 3) Grants Coordinator II (Vacant)
- 4) Program Coordinator II (Vacant)
- 5) Fiscal Technician I (Filled)**
- 6) Administrative Assistant (Filled)**

II-2. Operation Locations

The agency is located at: 6904 North Main Street, Suite 107
Columbia, South Carolina 29203
Phone: (803)333-9621
FAX: (803)333-9627
www.state.sc.us/cma

II-3.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$185,747.44	\$185,747.44	\$179,077.58	\$179,077.58	\$176,397.00	\$176,397.00
Other Operating	\$156,719.20	\$156,719.20	\$168,132.52	\$168,132.52	\$130,911.00	\$130,911.00
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$	\$	\$	\$	\$	\$
Fringe Benefits	\$ 47,852.57	\$ 47,852.57	\$ 49,924.26	\$ 49,924.26	\$ 57,116.00	\$ 57,116.00
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$390,319.21	\$390,319.21	\$397,134.36	\$397,134.36	\$364,424.00	\$364,424.00

Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Supplemental Bills	\$ 21,863.43	\$ 16,051.49
Capital Reserve Funds	\$	\$
Bonds	\$	\$

Interim Budget Reductions

Total 01-02 Interim Budget Reduction	Total 02-03 Interim Budget Reduction
\$ 29,280.00	\$ 37,526.00

II-4. Key Customers Segments linked to Key Products/Services

Key Customers	Key Products/Services
1. Minority Populations	Research, Data and Publications, Coordination, Technical Assistance, Forums and Conferences
2. Organizations, i.e., 501(C)3, churches, etc.	Technical Assistance and Training,
3. Executive Branch of State Government	Consultant Services, Data and Publications
4. Legislative Branch of State Government	Research, Data and Publications, Public Policy Recommendations, Consultant Services
5. CMA Board of Commissioners	Reports and Coordination Services
6. Local Leaders and other Governmental Entities	Consultant Services, Technical Assistance, Data and Publications, Forums and Conferences

II-5. Key Stakeholders (Other than Customers)

Taxpayers of the State of South Carolina

II-6. Key Suppliers

Our key suppliers are organizations and persons who serve as custodians of information about the minority population: 1) Bureau of the Census; 2) Office of Research and Statistics - Budget and Control Board; 3) colleges and universities; 4) members of the minority community; and 5) national and local organizations whose focus is the alleviation of poverty and deprivation.

II-7 The organization is lead by the Executive Director on a daily bases, with oversight provided by a seven member Board of Commissioners. By State statute, the Board is required to meet a minimum of four times a year.

**Organization Chart
As of June 30, 2003**

(See next page)

L46 - South Carolina Commission for Minority Affairs

Board of Commissioners

Braintrust

A group of experts who serve as unofficial advisors and policy makers

Administrative Assistant

Executive Director

Administrative and Research Services
Administrative Coordinator II

Fiscal Technician I

Grants Coordinator
(Vacant)

Coordinator of State Plan Program
Coordinator II
(Vacant)

Community Based Services
(No FTE)

Community Building and Econ. Dev. Servs.
(No FTE)

Institute for African American Affairs
(No FTE)

Institute for Hispanic/Latino Affairs
(No FTE)

Business Partnership and Comm. Relations
(No FTE)

Institute for Educational Quality
(No FTE)

Governmental Services
(No FTE)

Institute for Equity and Justice
(No FTE)

Institute for Indian Affairs
(No FTE)

Section III - Elements of Malcolm Baldrige Award Criteria

Category 1 - Leadership

- 1.1 How do senior leaders set, deploy and communicate: a) short and long term directions, b) performance expectations, c) organizational values, d) empowerment and innovation, e) organizational and employee learning, and f) ethical behavior?

The Commission for Minority Affairs has a seven-member Board of Commissioners that provides oversight and assists with determining the vision and direction of the agency. Through the development of the agency's strategic plan and the Agency Head Performance Planning Process, the Board members assist the Executive Director with determining the short and long term goals of the agency. Actions are taken by the Executive Director and the senior Administrative Program Coordinator to deploy and communicate the short and long term directions to staff through informal communication and staff meetings, as well as to constituent minority populations through regular meetings.

Performance expectations are established as a part of the formal strategic planning process, the Agency Head Planning and Evaluation Process, and the Employee Performance Management System for each employee. Additionally, the Executive Director and Administrative Program Coordinator regularly convey to constituent groups through public meetings the level of services they can realistically expect to receive given the staff and funding limitations of the Commission. Staff members are informed through their individual performance planning documents of their performance expectations and how their performance impacts the successful implementation of the goals set forth in the agency's strategic plan.

The agency is currently updating its WEB site and the vision statement, mission, values and goals of the agency will be displayed for internal review and public information. As a part of the strategic planning process, all members of the staff were provided with copies of the organizational values and were given opportunity to comment on their appropriateness. These values, as set forth in the strategic plan, reflect the standards for ethical behavior for all employees of the agency, as well as provide guidance to the staff regarding how we are to interact with our customers.

The Commission encourages each employee to increase his knowledge base and to use his talents and skills to be innovative. Staff development and training is afforded staff through outside training courses paid for by the agency. Employees are allowed to take course work during normal office hours, as appropriate and feasible. In an effort to be more innovative and to better utilize the agency's limited resources, attention was given to providing additional information through the agency's WEB sight, by providing links to information often requested by our customers. Additionally, one employee continues to assume higher job skills and is being trained to serve as assistant WEB Master so that the agency can better utilize its WEB site. As funds permit, the Executive Director encourages employees to seek

training that will enhance their job skills and increase their value to the agency. During the fiscal year, all staff members attended training sessions for their personal development. Both the Executive Director and Administrative Program Coordinator attended the Agency Head Organization Forum, and other seminars on elements of the Malcolm Baldrige Award Criteria.

Each employee is expected to demonstrate ethical behavior through interactions internally and with persons visiting or seeking assistance through the agency. Ethical behavior is modeled by all employees and is a part of the culture of the organization. All staff, as well as senior leaders, must model appropriate office and ethical behavior. Therefore, the agency has established policies regarding inappropriate office behavior, which was distributed to all employees upon hire. Teamwork is a critical part of this agency=s culture and teamwork is possible because of the ethical behavior of all personnel associated with the agency.

1.2 How do senior leaders establish and promote a focus on customers?

Over the past two fiscal years, the agency has conducted needs assessments for three major minority groups of the State, Hispanics/Latinos, Native Americans, and African Americans. Meetings with the leadership and grassroots constituents of these groups continue to be held regularly for the purpose of keeping the Commission focused on how to meet their needs.

1.3 What key performance measures are regularly reviewed by your senior leaders? (Actual results are to be reported in Category 7.)

Goals	Key Performance Measures (Frequency)
Recurring State Funding/Legislative Support	<input type="checkbox"/> Adequate Funding (Yearly)
Catalyst for Increased Minority Programs and Services	<input type="checkbox"/> Passage of Positive Public Policies (Yearly) <input type="checkbox"/> Executive and Legislative Support (On-going) <input type="checkbox"/> Constituent Support for CMA (On-going)
First Class Research Division	<input type="checkbox"/> Benchmarked as an industry leader (On-going) <input type="checkbox"/> Increased demand for information and services (Ongoing)
Recognized as clearinghouse for Minority Issues	<input type="checkbox"/> Increased use of agency resources and services

- 1.4 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

Because of the size of the management team, currently two people, no formal management assessment is conducted or shared. The staff of four work as a team and when there are problems that need addressing related to management leadership or organization performance, we usually discuss the problems and/or situation and identify ways to make sure we do not make the same mistakes again. This process affords the Executive Director and the Administrative Program Coordinator the opportunity to listen for those areas where better leadership could have been provided. As a result, changes are made based upon the recommendations of all staff to ensure agency efficiency and effectiveness.

- 1.5 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

The Commission serves as a catalyst to bring about needed change in public policies and programs that affect minorities. Prior to embarking on any initiative, the Commission solicits information from the minority group(s) that will be affected by the work of the Commission. For example, prior to introducing legislation to bring all minority groups under the legislative mandate of the Commission, many meetings were held to discuss their needs. We conduct research and present that information to public policy makers and others who can bring about change. Oftentimes, we are not in control of how our research, reports and data are used to impact public policy or how persons may interpret the information presented to them. Certainly, we make every effort to report the information in a manner that highlights and supports our position on a given issue or policy. The media oftentimes presents information in ways that may bring about an unintended result, which may have a positive or negative impact. We can only make sure that the information presented is factual. What happens with it is often out of our control.

- 1.6 How does senior leadership set and communicate key organizational priorities for improvement?

The Board of Commissioners is kept abreast of the work of the staff. The Board, through its yearly planning retreat and through the performance evaluation process of the Executive Director, communicates to the Executive Director areas for improvement. The Board members are provided with monthly activity reports to help them stay abreast of what the staff is doing. The recommendations of the Board are shared with staff persons affected. The Executive Director regularly reviews the agency=s progress with the staff and with the constituent representatives served through the agency, and makes adjustments as required over the course of the year.

- 1.7 How does senior leadership and the agency actively support and strengthen the community? Include how you identify and determine areas of emphasis.

No survey of the staff has been conducted by leadership to determine community involvement. Individuals personally contribute to the United Way, the Good Health Appeal, blood donations to the American Red Cross, and to the work of faith based organizations.

Category 2 - Strategic Planning

- 2.1 What is your Strategic Planning process, including participants, and how does it account for:
- a. Customer needs and expectations?
 - b. Financial, societal and other risks?
 - c. Human resource capabilities and needs?
 - d. Operational capabilities and needs?
 - e. Supplies/contractor/partner capabilities and needs?
- 2.1a As previously reported, the Board of Commissioners, the Executive Director and the two Program Coordinators participated in developing the agency's first strategic plan during the Summer of 2000. Since that time, the Executive Director and Administrative Program Coordinator have regularly reviewed and discussed how to implement various portions of the plan, given budget cuts, limited staffing and resources. Even though minority groups were not a part of the formal strategic planning session, individual planning sessions have been held with the Hispanic/Latino, Native American and African American communities over the past two years. This process has provided clear information regarding their needs and expectations of the Commission and its staff. Additionally, the Executive Director is in regular contact with elected officials and their staff personnel, who also identify their needs and expectations of the agency. Additionally, Census Data helps the agency track the growth of the various minority populations and forecast future agency staffing needs to meet client service demands.
- 2.1b When the Strategic Plan was developed, the participants conducted the Strength, Weaknesses, Opportunities, and Threats Analysis (SWOT), which included identifying financial, societal and other risks factors associated with the agency's mission. As the leadership makes business decisions, how to proceed is often influenced by the information discussed and noted as part of the SWOT Analysis.
- 2.1c Since the initial development of the strategic plan, the Executive Director and the Administrative Program Coordinator undertook a comprehensive review of the enabling legislation that created the agency. This review included identifying all mandates set forth in the statute, as well as speaking with current and former legislators to determine their intent when drafting the language for the statute. As a result of this work, ten functional areas were identified in the state statute. We have identified the tasks to be performed by functional program areas, even though many of the areas currently are not funded or staffed. However, each year the Commission, as a part of its budget request, ask for proper funding so that the

agency can be fully staffed. Please see organizational chart for clear indication of areas needing future staffing.

2.1d The strategic plan does not directly address operational capabilities and needs. However, to fully provide the level of services mandated by State statute and requested by minority populations, considerable work in the evening hours would be required. This would represent a change in current operating capacities and staffing.

2.1e The strategic plan does not directly address supplies/contractor/partner capabilities and needs.

This is an area that requires further Commission study and planning, given the need to establish more partnerships based upon cooperation, collaboration, and coordination with other state agencies and non-profits.

2.2 How do you develop and track action plans that address your key strategic objectives?

The Commission does not have a formal action plan for each strategic objective. Because of our size and lack of a departmental layout, such is not feasible. However, the staff does meet to discuss how to accomplish our goals and objectives, given changing economic times and other matters that may affect how the agency goes about accomplishing its goals and objectives.

2.3 How do you communicate and deploy your strategic objectives, action plans and performance measures?

This is done informally through meetings with senior staff and formally through the performance evaluation document of staff persons.

2.4 What are your key strategic objectives?

Goals	Key Strategic Objectives
Recurring State Funding/Legislative Support	<input type="checkbox"/> Increased Funding <input type="checkbox"/> Bi-partisan Support <input type="checkbox"/> Executive Support
Catalyst for Increased Minority Programs and Services	<input type="checkbox"/> Passage of Legislation to Expand Scope of Agency <input type="checkbox"/> Completion of first African American Strategic Plan by June 2003 <input type="checkbox"/> Increased constituent support for CMA from all minority populations
First Class Research Division	<input type="checkbox"/> Increased Staffing for FY2003-2004

Recognized as clearinghouse for Minority Issues	<input type="checkbox"/> Meetings with minority groups to make them aware of the services of the agency <input type="checkbox"/> Raise the profile of the agency to increase the knowledge of all South Carolinians about the work of the Commission and how it benefits the State.

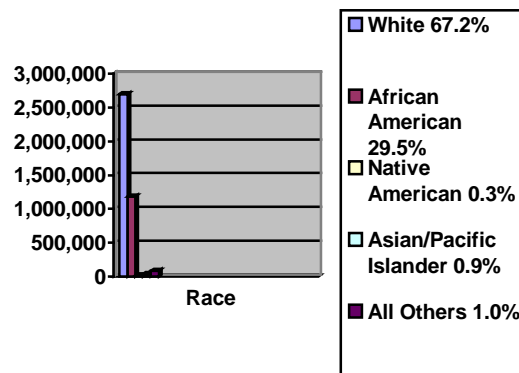
2.5.If the agency's strategic plan is available to the public through the agency's Internet homepage, please provide an address for that plan on the website.

The plan is not available on the website.

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

Our key customers are spelled out in the enabling legislation that created the agency. Specifically, for the year in question, our stated key customers were African Americans, minority officials on the state, county and local levels of government, members of the General Assembly, and the business community. Additionally, the Commission served the Hispanic/Latino and Native American Indian populations of the State, even though the agency had no state mandate to do so. The demographics of the State reflect the following populations:



According to the 2000 Census, of the 4,012,012 persons counted, 2.4 percent or 95,076 indicated they were of Hispanic/Latino origin. It has been suggested that this number does not accurately represent the actual numbers of persons of Hispanic/Latino origin residing in the State.

The key requirements of each group is identified in two manners:

- a. The services provided by the Commission are spelled out in statute, therefore, we are limited to providing only what is spelled out in statute regardless of their identified requirements and needs.
- b. The Commission holds meetings with our customers to identify their requirements and informs them of the services that can be obtained through the Commission.

3.2 How do you keep your listening and learning methods current with changing customer/business needs?

Because of the nature of our work, we are constantly meeting with our customers, listening and learning about their problems and needs. Through these on-going meetings with various groups, i.e., African Americans, Hispanics, Native Americans, etc., they tell us their needs based upon changing socio-economic issues.

3.3 How do you use information from customers/stakeholders to improve services or programs?

Information provided by our customers/stakeholders helps the Commission to prioritize its projects. We focus our work on the areas of most importance to them.

3.4 How do you measure customer/stakeholder satisfaction?

We interact with the groups regularly, therefore, feedback is personal and up front. When there are activities where a survey of satisfaction is appropriate, one is done.

3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

Our positive relationships are built through meeting with and listening to the needs of the groups served by the Commission. We make an effort not to compare groups or to make statements that indicate that one solution fits all. We are culturally and linguistically sensitive to each group and their specific needs.

Each customer group is distinct because of cultural differences and what they believe are the issues most important to them. The issues are not necessarily the same with all groups. For example, language and immigration issues are very important among the growing Hispanic/Latino community, while the Native American community has been focused on the issues of state recognition and repatriation. The African American community in its strategic plan was focused more on traditional issues, the family, education, jobs, etc. Because of the distinctions among the various groups, we have not been able to address any of the overlapping issues.

The Executive Director regularly meets with legislators and executive staffers of both the Governor and members of the General Assembly so that positive relationships can be built.

Category 4 - Information and Analysis

Currently, the agency has no formal performance measurement system that captures performance data in some qualitative manner. The Commission does not provide services that can be measured in terms of contacts, frequency, volume, cost savings, etc. Rather, the agency serves as a **catalyst** to bring about public policy changes. Therefore, one can ask if any work conducted over the past several years has served to enlighten members of the General Assembly in such a way as to bring about new or revised legislation. A survey of legislators might provide some indication of whether they thought the Commission had provided them with information that in some way influenced public policy. However, such a survey was not done, nor thought to be expedient. We can only report that legislation was passed by the General Assembly and signed by the Governor during the 115th Session of the General Assembly, which broadened the scope of the Commission's work to include all ethnic minority populations.

The Commission had the support of both the Native American and Hispanic/Latino populations in getting the legislation passed. Therefore, the Commission was effective in serving as a catalyst to insure the inclusiveness of all groups in the public policy process.

Category 5 - Human Resources

- 5.1 How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

We encourage employees to take advantage of all opportunities to increase their knowledge. Because this is a small agency, employees are called upon to assist in whatever way they can to keep the work flowing. This provides employees an opportunity to demonstrate skills and abilities that they might not normally get an opportunity to demonstrate in their regular positions. This demonstrates initiative and also identifies persons in the organization who might be able to take on higher skill level responsibilities. Employees are encouraged to attend at least one professional development course or conference per year. This is paid for by the agency.

- 5.2 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

We do not have a formal program or staff person who has this as an assigned job function. The Executive Director or supervisor identifies a need and recommends appropriate training

to meet the need. The Employee Performance Management System is used to document needed training. If possible, employees are allowed to take time from their normal work hours to attend training.

- 5.3 How does your employee performance management system, including feedback to and from employees, support high performance?

The system provides valuable input for both the supervisor and the employee. It provides management with information regarding what an employee may need in order to maximize his/her performance. Likewise, this process provides employees the opportunity to discuss any needs or concerns. As a result, additional training and follow-up can be provided so that the employee can perform at the highest level possible.

- 5.4 What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

We do not have a formal system. Because we are small, we know when an employee is not satisfied and/or lacks motivation. When we determine that this is the case, we meet with the employee to determine what needs to be done to help the employee be happy, as well as become more productive and motivated. If we can not meet the needs of the employee, we recommend outside help.

- 5.5 How do you maintain a safe and healthy work environment?

Employees are encouraged to report any broken equipment or furniture. Employees work in a secure area, assessable by key or buzzer entry only. The agency has an alarm system. Each employee activates and deactivates the system depending upon his arrival or departure time.

During the year, employees attended training to make them aware of the services available to address stress or other problems areas that often manifest themselves in the work environment. The employees encouraged each other to practice healthy eating habits.

- 5.6 What is the extent of your involvement in the community?

We are not involved as an agency in community volunteer work at this time.

Category 6 - Process Management

As stated in Category 2, the planning process to identify and meet the needs of the growing minority populations in the State has been completed. We regularly meet with the various groups to access their needs and keep our information current. However, the state resources have not been allocated to provide the service delivery. Therefore, we cannot speak to how effective our processes are at this time.

Category 7 - Results

7.1 What are your performance levels and trends for the key measures of customer satisfaction?

Our key measure for customer satisfaction is currently based upon word of mouth feedback and customer interaction with the agency. No formal measurements have been established to date. This is the case because we must first establish relationships with certain ethnic groups to determine their needs and expectations. Then we must tell them what we as an agency can reasonably deliver based upon staff and funding. During the past two years, we have been building relationships with three groups, namely African Americans, Native Americans and Hispanics/Latinos to determine what the community performance expectations include. This year, we completed this process to a large degree, which led to the passage of legislation expanding the scope of the agency. It was the support of our customers that helped secure the passage of the legislation.

7.2 What are your performance levels and trends for the key measures of mission accomplishment?

For this year in question, we measured whether we thought our mission had been accomplished by determining if the dialogue with various groups had increased, decreased or remained constant. This is important because we can not achieve our mission unless we are engaged in dialogue with the communities. Building trust takes time with each community.

Since the inception of the agency, each year we have engaged different groups, as well as kept the dialogue going with previously engaged groups. This year was the greatest interaction with the African American community. Because building trust and working with groups take so much time and manpower, when the staff works with one group, it is almost impossible to work with another group. This year we successfully engaged all three groups, which led to the expanded scope of the agency's work. Our mission to serve as a think-tank to provide leadership, focus and direction in addressing problems of deprivation and poverty among the State's minority population was accomplished but much work remains to be done.

7.3 What are your performance levels and trends for the key measures of employee satisfaction, involvement and development?

We have not conducted a formal survey to determine employee satisfaction, involvement and

development. Currently, we have three employees with whom I have daily dialogue. When someone is really dissatisfied, it affects the entire office personality. When it becomes obvious that there is a problem, then I try to deal with it immediately to the satisfaction of all involved. Because I must review the performance evaluation of all employees, I am aware and must approve all personal development training for employees based upon a supervisor recommendation or from my own observation. Because of the size of the agency and the inability to guarantee anonymity, I have not surveyed the employees in any formal manner.

- 7.4 What are your performance levels and trends for the key measures of supplier/contractor/partner performance?

We have no numerical performance and trend data at this time.

- 7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and citizenship?

We have no numerical performance and trend data at this time.

- 7.6 What are your current levels and trends of financial performance?

Our only key measure is to pass all audits free of violations and exceptions. We have successfully accomplished this measurement over the past several years.